

FOUNDATION FOR THE FUTURE

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"The major institutions of American national security were designed in a different era to meet different requirements. All of them must be transformed."

— *National Security Strategy, September 2002*

The National Security Strategy (NSS) of the United States demands much from America's military. Defending the Nation, promoting global peace and stability, and extending the benefits of freedom around the world mandate a military dominant across the full spectrum of operations, effectively operating in concert with the other instruments of national power and within joint, interagency, and multinational contexts.

The Nation requires a Joint Force that is full-spectrum dominant to meet the strategic mandates established by the NSS and further elaborated within the Defense Planning Guidance (DPG); Quadrennial Defense Review (QDR); Transformation Planning Guidance (TPG); and the emerging Joint Operations Concepts (JOpsC) and Joint Operating Concepts (JOCs). Full-spectrum dominance is the defeat of any adversary or control of any situation across the full range of military operations. A full-spectrum dominant Joint Force has the ability to sense, understand, decide, and act faster than any adversary.

As emphasized in the NSS, the military must transform in order to provide the President with a wider range of military options to discourage aggression and any form of coercion against the United States. This transformation occurs within a complex, uncertain, and dynamic 21st century security environment. Here, the nature of war remains a violent clash of wills, but the conduct of warfare is changing at an unprecedented rate

as a result of adaptive adversaries and evolving technologies. Defense Transformation produces new and enhanced capabilities to enable today's forces to better execute current operations. At the same time, transformation produces the concepts and capabilities that will enable the Future Joint Force to respond to crises, adapt, fight, and transition between operations more rapidly, effectively, and efficiently.

Joint transformation affirms the critical role of land power to dominate the highly complex land environment that comprises the heart of most joint operations. Combatant commanders have clear and enduring needs to swiftly defeat the efforts of regional aggressors, win decisively in extended conflict, and execute smaller-scale contingency operations. A campaign-quality Army with a joint and expeditionary mindset enables the Joint Force to exercise direct, continuous, and comprehensive control over terrain, resources, and people. To provide dominant land power, the Army balances its core competencies to train and equip Soldiers and grow leaders, and provide relevant and ready land power capability to the combatant commander and the joint team.¹

Army Core Competencies

- Train and equip Soldiers and grow leaders
- Provide relevant and ready land power capability to the combatant commander and the joint team

¹ Enduring capabilities of Army forces in support of the Joint Force include shaping the security environment, executing prompt response, mobilizing the Army, forcible entry operations, sustained land dominance, and support for civil authorities. This represents a change that will be reflected in the next update of *Field Manual 1, The Army*.

Today, the Army is pursuing the most comprehensive transformation of its forces since the early years of World War II, when General George Marshall and Lieutenant General Lesley McNair oversaw the creation of the fighting machine that achieved global victory. Army Transformation produces evolutionary and revolutionary changes intended to improve Army and Joint Force capabilities to meet current and future full-spectrum requirements. The pace of Army Transformation, particularly over the past several years, has produced important results including experimentation, fielding, and initial operational capability (IOC) of the first Stryker Brigade Combat Team (SBCT); successful transition from concept and technology demonstration to system development and demonstration of the Future Combat Systems (FCS); and the rapid fielding of digital battle command capabilities to Army forces and joint and coalition partners during Operation Iraqi Freedom (OIF).

As significant as these events are, Army Transformation encompasses more than materiel solutions. Adaptive and determined leadership, innovative concept development and experimentation, and lessons learned from recent operations produce corresponding changes to Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF). A continuous cycle of innovation, experimentation, experience, and change enables the Army to improve capabilities to provide dominant land power to the Joint Force now and into the future.

The *2003 Army Transformation Roadmap* (ATR) details Army actions to identify and build required capabilities now, allowing for better execution of joint operations by the Current Force while exploring the capabilities essential to provide relevant, ready, responsive, and dominant land power to the Joint Force in the future. The ATR complies with the DPG directive to report on how Army Transformation fully supports and is congruent with Defense

Transformation efforts through the Future Years Defense Program (FYDP) (Figure 1-1). It fulfills the TPG requirement to demonstrate how the Army provides the capabilities through and just beyond the FYDP in support of the joint force commander's (JFC's) ability to execute emerging JOCs within the context of the JOpsC. The ATR also outlines the capabilities Army forces require from other Services within the context of Defense Transformation to meet the requirements of the JFC in the future.

Internal to the Army, the ATR is the Army Transformation Strategy and is an integral component of *The Army Plan* (TAP). It conveys clear direction to enable the integration and synchronization of Army-wide transformation efforts through the Army Transformation Campaign Plan (ATCP).

THE ARMY TRANSFORMATION STRATEGY

Transformation is a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people, and organizations that exploit the Nation's advantages and protect against asymmetric vulnerabilities to sustain strategic position, which helps underpin peace and stability in the world. The Army derives its three-part Transformation Strategy from several sources:

- Department of Defense (DOD) mandates for transformation contained in the Defense Strategy and TPG
- A comprehensive joint view of the future operational environment
- JOCs that identify required Future Joint Force capabilities
- Operational experience that identifies both known shortfalls requiring change and promising improvements to joint and Army operations
- Exploration of technology advances and breakthroughs

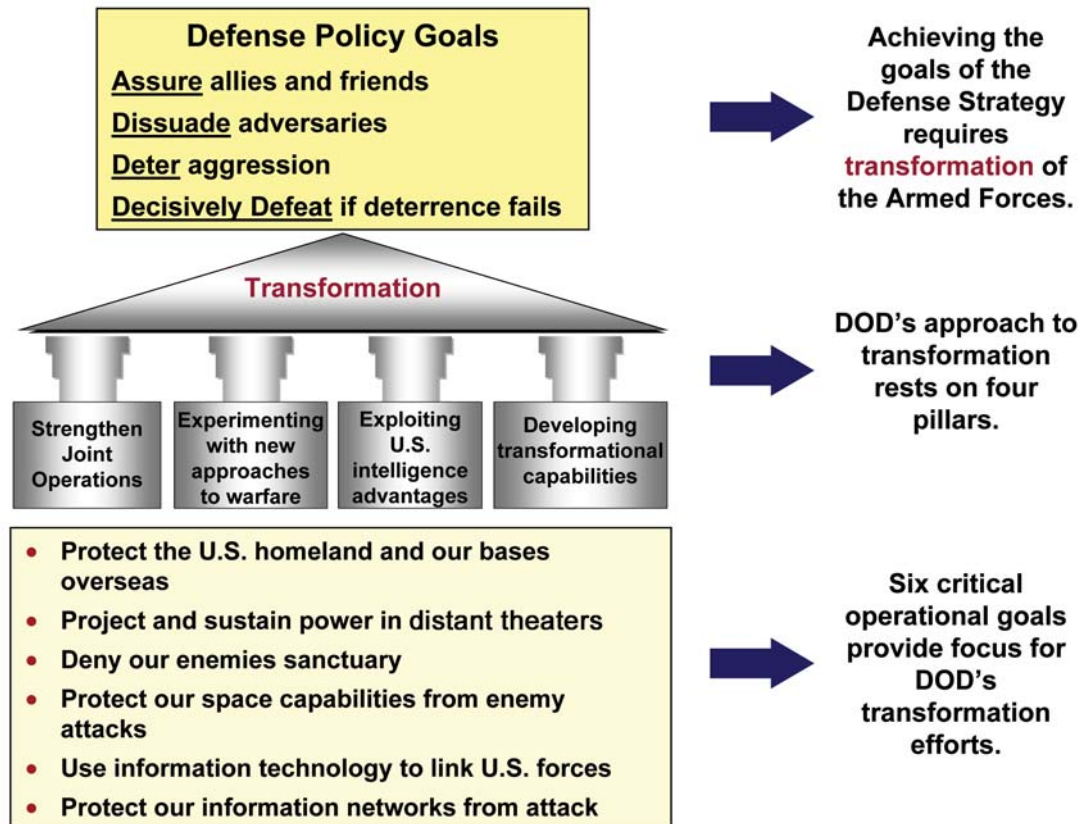


Figure 1-1. Defense Transformation Strategy Provides the Framework for Joint Guidance and Concept Development Efforts

These sources drive Army Transformation. Within Army Transformation, there remains a compelling need to strengthen and preserve the foundations of Army culture including Army Values, the significance of the Soldier, and the requirement to remain trained, ready, and responsive to the Nation and the JFC.

The complexity and uncertainty envisioned in the future operational environment reinforces the need for adaptation, innovation, and learning. Potential adversaries are developing capabilities and strategies that avoid the strengths of the U.S. military while tailoring their ability to attack perceived vulnerabilities. Others are developing asymmetric strategies to avoid or circumvent our current capabilities. These threats necessitate one absolute advantage the Joint Force and Army Forces must possess—superiority in the art of learning and adaptation. This

is the imperative behind a culture of innovation in the Army and is the first element of the Army Transformation Strategy: Transformed Culture through Innovative Leadership and Adaptive Institutions.

With a culture for transformational change in place, what follows is the ability to identify and validate how the organization must change. Transforming the Nation's military capabilities while at war requires a careful balance between sustaining and enhancing the capabilities of the Current Force to fight wars and win the peace while investing in the capabilities of the Future Force. Joint concept development and experimentation, science and technology (S&T) investment, and future force designs that enable interdependent network-centric warfare will ensure that future capabilities meet the requirements of tomorrow's Joint Force. Simi-

larly, accelerated fielding of proven technologies and other improvements across DOTMLPF enhances the capabilities of the Current Force at war. The Army's Current to Future Force construct accounts for this balance and is the second element of the Army Transformation Strategy.

In the end, capabilities identification, programmatic, and risk analysis processes lead to the new combinations of concepts, capabilities, people, and organizations that enable the JFC to execute the JOCs successfully. To realize and infuse these combinations, the Army transforms the force through a continuous campaign to implement comprehensive DOTMLPF solutions throughout the force—Active Component (AC) and Reserve Component (RC), operating and generating forces. Army Transformation encompasses how Army operating forces² fight and how generating (institutional) Army forces³ support operating forces and the Joint Force in accordance with the Army's Title 10 responsibilities to organize, train, equip, and provide forces for the combatant commanders and the joint team. Because capabilities are born joint, the resulting DOTMLPF programs and actions support Defense Transformation and are interdependent with the activities of the other Services and agencies. Transformed capabilities for interdependent joint operations through force transformation serve as the third element of the Army Transformation Strategy.

TRANSFORMED CULTURE THROUGH INNOVATIVE LEADERSHIP AND ADAPTIVE INSTITUTIONS

Regardless of concepts, capabilities, and technologies, it is important to remember that at the

center of every joint system are the men and women who selflessly serve the Nation. Although the tools of warfare change, the dynamics of the human dimension, instilled through innovative leadership, remain the driving force in all military operations. Soldiers, infused with the Army's warrior culture, adapt to new mission demands, bear the hardships of combat, and win the peace. The human dimension of Army Transformation is the crucial link to the realization of Future Force capabilities and the enhanced effectiveness of the Current Force. To realize the full power of transformation, the Army seeks to embed a culture of innovation within its people and organizations to ensure innovative practices, processes, and activities emerge to produce required Joint Force capabilities.

The underpinnings of a culture of innovation exist within the Army today. In ongoing operations in Iraq and Afghanistan, Soldiers and leaders of courage and imagination adapt on an hourly basis to overcome determined adversaries. Indeed, the Army has an extraordinary record of anticipating and leading change. The development of the airmobile concept in the 1960s, the doctrine development and training revolution in the 1970s and 1980s, and the application of digital technologies of the 1990s were all remarkable innovations.⁴

Changing the Army's culture now, however, is not about introducing innovation. It is about changing how and when innovation occurs in the transformation cycle. Instead of processes constraining solutions, solutions must drive processes. Just as speed is critical on the battlefield, the pace of innovation must increase. New solutions result from seamlessly linking operat-

²Operating forces are those forces whose primary missions are to participate in combat and the integral supporting elements thereof. *Joint Publication 1-02*, 12 April 2001 as amended 5 June 2003, p 384.

³Under Title 10, United States Code (USC), the Army's generating force has the responsibility for providing management, development, readiness, deployment, and sustainment of the operating force. The generating force consists of the Army's institutional base, industrial base, and infrastructure spread across Headquarters, Department of the Army (HQDA), the Major Army Commands (MACOMs), field operating agencies, and staff support agencies. *Army Modernization Plan 2002*, p F-5.

⁴"Adapt or Die" *The Imperative for a Culture of Innovation in the United States Army*; HQ, U.S. Army Training and Doctrine Command White Paper, Coordinating Draft, 29 September 2003, p 2-3.

ing and generating forces through a continuous cycle of experience, feedback, learning, and experimentation. Innovation is accelerated as each person gains a feeling of responsibility to implement new and better ways to achieve organizational objectives.

Cultural change of institutions begins with behaviors of its people, and leaders shape behavior. The leadership challenge is to remove the impediments to institutional innovation through a wide range of behaviors that over time produce a culture that embraces transformation. Ultimately, the ability to rapidly adapt processes and resulting DOTMLPF solutions to satisfy the Nation's requirements for its armed forces will be the measure of the Army's agility—and proof of its culture of innovation.

The culture of innovation also involves understanding the optimal way to achieve goals and then possessing the resolve to overcome institutional inertia. The culture must reflect a joint and expeditionary mindset that views all operations and actions from a joint-first perspective. This way of thinking must reside in joint training, education, and leader development programs implemented at all levels within the Army. Further, the culture of innovation must be applied to developing and fielding capabilities for the Joint Force (see Chapter 8).

TRANSFORMED PROCESSES—RISK ADJUDICATION USING CURRENT TO FUTURE FORCE CONSTRUCT

As the Joint Force transforms, the Army—in coordination with sister Services—develops transformational capabilities from an inherently joint perspective. Development begins with a close examination of the future joint operational environment, where uncertainty, complexity, and adaptive adversaries demand a capabilities-based approach. This scrutiny proceeds to development of an overarching articulation of how the Joint Force operates in the future across the range of military operations, as described in the JOPsC. The sequence then leads to JOCs, which describe

how a JFC will plan, prepare and execute joint operations across the full range of military operations. JOCs guide the development of joint tasks and ultimately desired joint capabilities required for success. These are then further refined in joint functional concepts that integrate related military tasks to attain capabilities required across the range of military operations. The Army structures transformation within the context of these joint concepts. Indeed, the success of Army Transformation ultimately depends on the success of Joint Transformation and the generation of new capabilities for interdependent joint warfare.

The Army frames the constant change of transformation through the interaction of the continuously evolving capabilities of the Current to Future Force (Figure 1-2). The Current Force is today's operational Army. The Army organizes, trains and equips the Current Force to conduct operations as part of the Joint Force. Designed to provide the requisite land power capabilities JFCs need across the range of military operations, the Current Force's ability to conduct MCO underscores its credibility and effectiveness for full-spectrum operations and fulfills the enduring obligation of Army forces to fight wars and win the peace.

The Future Force is the operational force the Army continuously seeks to become. Informed by national security requirements and DOD guidance, the Future Force is the strategically responsive, joint interdependent, precision maneuver force, dominant across the full range of military operations envisioned in the future global security environment. Optimized for strategic versatility, this lighter, more lethal, and agile force will dominate land operations in any future conflict, executing seamless transitions from peacetime readiness to smaller scale contingencies, MCO, or Stability Operations (SO).

The Army possesses and refines capabilities to enable the Current Force to conduct joint operations in the near term while it simultaneously develops transformational capabilities for the

EVOLVING ARMY TRANSFORMATION

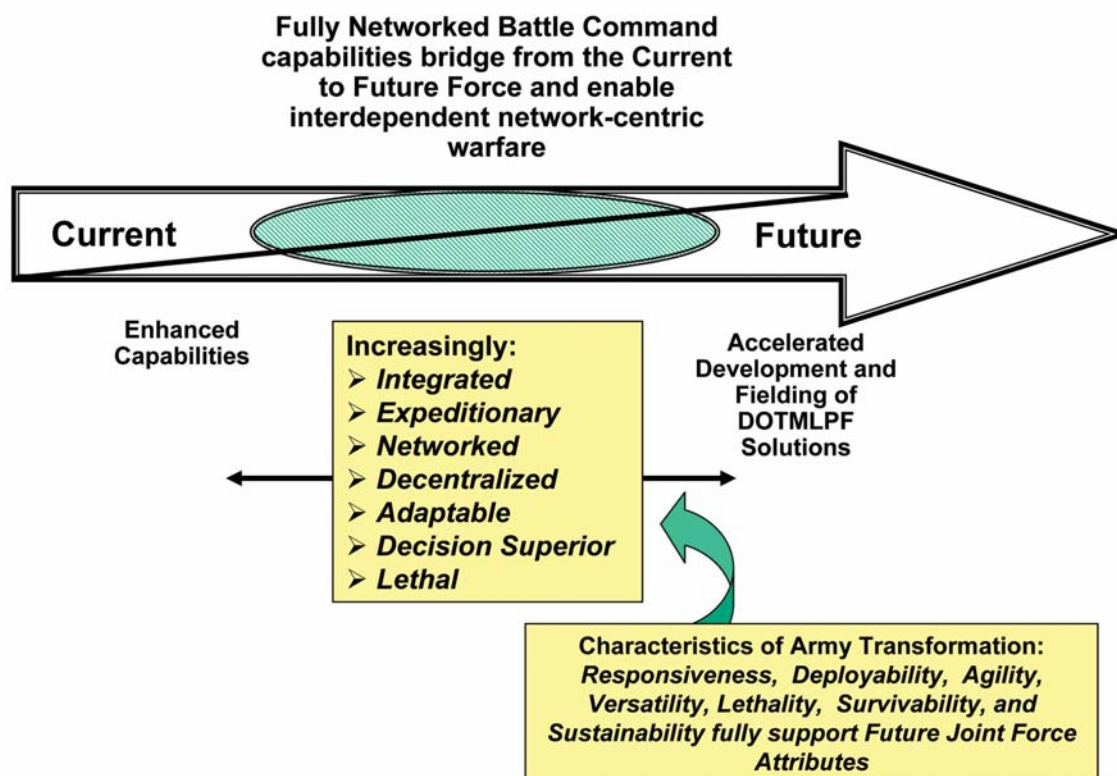


Figure 1-2. Current to Future Force Construct

Future Force. The two activities are symbiotic. While the Army develops the Future Force, it simultaneously accelerates select Future Force DOTMLPF capabilities to enhance the Current Force. Similarly, the operational experience of the Current Force directly informs further progress toward Future Force capabilities. Figure 1-2 depicts this continuum as the shaded area, a transitional zone.

Army Transformation leverages Current Force operational experience, the insights from innovative joint concept development and experimentation processes, and S&T to enhance as rapidly as possible the responsiveness, readiness and capabilities of the Current Force while pursuing Future Force capabilities. This dynamic relationship constantly changes the composition and nature of both the Current Force and Future Force. This relationship requires careful consideration and balancing of operational, future, force management, and institutional risks to de-

termine what DOTMLPF capabilities to accelerate or pursue, and when and how to introduce them into the force while sustaining the Army's ability to meet combatant commanders' operational needs (see Chapter 9 for an expanded discussion of risk).

The Current to Future Force construct provides a framework to base smart business decisions that reduce Current Force risks and provide greater force capabilities per dollar. The Army is pursuing a range of actions to enhance Current Force capabilities while developing the Future Force. Modular, capabilities-based unit designs; the Force Stabilization and Unit Manning System; and networked battle command capabilities are three examples of ongoing Army efforts to create smaller, faster, lighter, and more lethal Army forces for interdependent joint operations now and into the future. These and other actions are explained in greater detail in subsequent chapters.

The JOpsC identifies seven Joint Force attributes that the Future Joint Force must embody to achieve full-spectrum dominance.⁵ The Army's Future Force characteristics that have guided Army Transformation over the past several years remain relevant and fully support Army efforts to enhance Future Joint Force attributes (Figure 1-2).⁶ By increasing capabilities to achieve these attributes and implementing the JOpsC and the JOCs, the Army remains committed to providing relevant and ready capabilities to the joint team.

Fully Integrated. The Joint Force must move beyond deconfliction to integrate elements with all functions and capabilities focused toward a unified purpose, to include greater coordination

Future Joint Force Attributes

- Integrated
- Expeditionary
- Networked
- Decentralized
- Adaptable
- Decision Superior
- Lethal

with interagency and multinational partners.⁷ Providing the right mix and balance of capabilities is paramount to expanding the range of options available to the JFC. An interdependent, full-spectrum dominant Joint Force requires born joint capabilities. Service capabilities must complement each

other. The Army must ensure integration of Army concepts, doctrine, and force design with current to future capabilities of the other Services; maintain the appropriate and versatile mix of capabilities; and determine the right balance of AC and RC forces.

Expeditionary. Delivering the right Army forces at the right place and time is essential to a

JFC's ability to defeat any adversary or control any situation across the full range of military operations. As the Army rebalances, repositions, and reconfigures its forces incorporating unit stabilization and generating unit rotations, it does so with the notion of expanding the JFC's ability to rapidly and responsively deploy, employ, and sustain forces throughout the global battlespace in any environment, against any opponent, and seamlessly transition to sustained combat operations. Army forces, including the generating force and the institutional Army, will embody a joint and expeditionary mindset—one that embraces the need for Army forces to achieve and leverage joint interoperability and interdependence for deployment, employment, and sustainment.

Networked. Information superiority and situational understanding are critical enablers for future joint operations. Operating in the collaborative information environment, Army forces will harness the power of the ongoing revolution in information technology to aid in the fusion of data and information to develop actionable and predictive intelligence and to link people and systems—horizontally and vertically—within the joint network to increase situational understanding. Army battle command capabilities enable interdependent network-centric warfare within joint, interagency, and multinational full-spectrum operations, allowing the Joint Force to see first, understand first, act first, and finish decisively with revolutionary speed and knowledge superiority.

Decentralized. Decentralized describes a Joint Force that leverages the power of integrated joint capabilities and operates "joint" at lower echelons.⁸ Decentralization enhances decision making and enables the Joint Force to gain and

⁵ *Joint Operations Concepts*, Joint Chief of Staff (JCS) Version 1.0, Department of Defense, 3 Oct. 2003.

⁶ Army Future Force characteristics (also known as enduring characteristics of Army Transformation): responsive, deployable, agile, versatile, lethal, survivable, and sustainable, as listed in the initial *Army Transformation Roadmap*, published 6 June 2002.

⁷ *Joint Operations Concepts*, p 14.

⁸ *Joint Operations Concepts*, p 15.

maintain initiative and sustain operational momentum during the conduct of simultaneous, distributed, and noncontiguous operations. Army forces exploit the shared situational awareness afforded by global, robust Joint command and control (JC2) and intelligence to collaboratively plan and self-synchronize operations.

Adaptable. Modular, capabilities-based Army force designs enable greater capacity for tailorable force capability packages and improve the strategic responsiveness of the Joint Force for full-spectrum operations. Versatile and agile Army forces enable the JFC to conduct prompt and sustained full-spectrum operations by retaining the ability to adapt to changing mission requirements without losing operational momentum. Agile forces enhance the conduct of operational maneuver from strategic distances and the exploitation of the vertical dimension of the battlespace.

Decision Superior. Decision superiority is the state at which better-informed decisions are arrived at and implemented faster than an adversary can react, or in a noncombat situation, at a tempo that allows the force to shape the situation or react to changes and accomplish its mission.⁹ By leveraging fully networked Joint Force battle command capabilities, the Army and JFCs receive the operational advantage of information superiority to see first, understand first, act first, and finish decisively.

Lethal. Lethality describes increased and refined Joint Force capabilities to destroy an adversary in all conditions and environments.¹⁰ Within joint operations and enabled by decision superiority, Army forces generate and sustain combat power to deliver attacks, kinetic and nonkinetic, on enemy centers of gravity with decisive effects and at a time and location of the JFC's choosing.

Joint Force attributes and joint concepts translate strategic guidance into the operational

context required to distill desired joint capabilities. With this joint perspective and an appreciation of the joint operational environment in mind from the beginning, the Army develops warfighting concepts. The Army, in collaboration with other Services, conducts experimentation, detailed task analysis, and capabilities assessment through the Joint Capabilities and Integration Development System (JCIDS) to develop the capabilities that operationalize these concepts. The development of these capabilities drives programs, policies, and activities across DOTMLPF. The result is transformed Army forces capable of dominating the highly complex land environment in interdependent joint operations now and in the future.

TRANSFORMED CAPABILITIES FOR INTERDEPENDENT JOINT OPERATIONS THROUGH FORCE TRANSFORMATION

Defense Transformation seeks to change the way joint forces employ operational capabilities across the full spectrum of operations within the context of JOCs. Army Transformation achieves enhanced operational capabilities over time and integrates those capabilities into the Current and Future Forces to gain synergies that support JOCs. This adaptation and synergy must occur even as JOCs evolve.

Figures 1-3 through 1-5 illustrate this idea and highlight the linkages between concepts and capabilities. Each snapshot represents evolutionary and revolutionary changes in the ways Army forces have fought and will fight within the framework of joint operations. It is important to view each operation through the lens of its corresponding operational concept.

Operation Desert Storm (Figure 1-3) was the model of AirLand Battle Doctrine. This campaign was the unmatched combination of sequential, contiguous, and linear operations and was the sum of Army force combined arms.

⁹ Joint Operations Concepts, p16.

¹⁰ Joint Operations Concepts, p16.

OPERATIONAL CONCEPT (DESERT STORM)

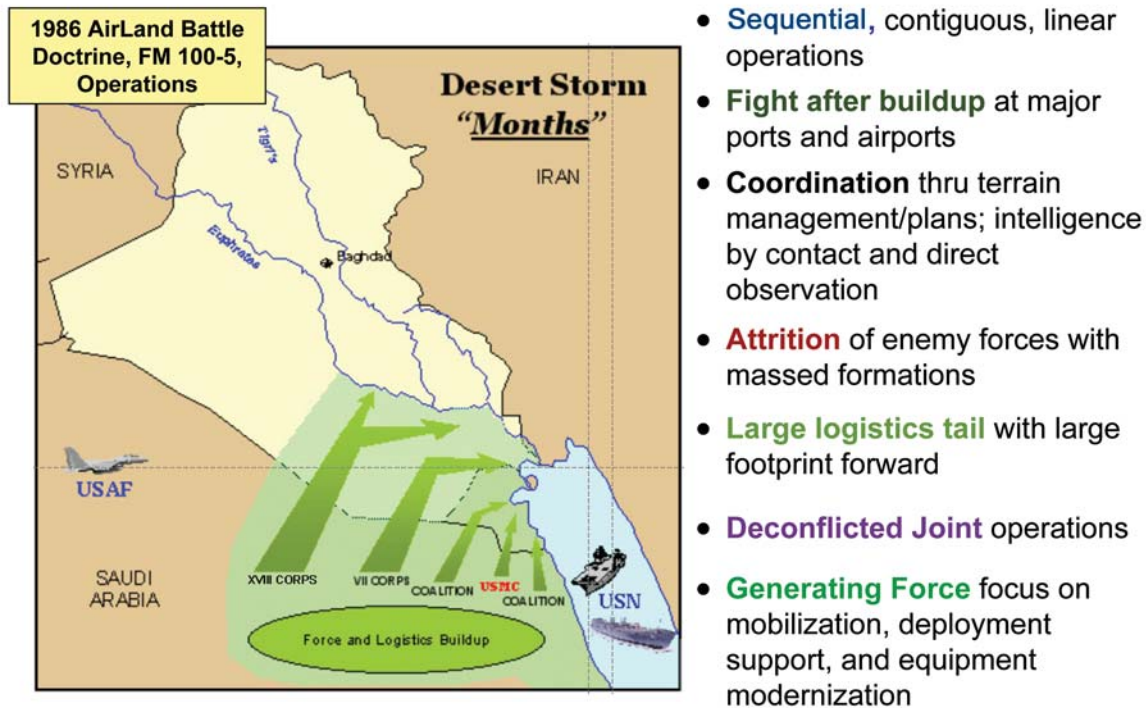


Figure 1-3. Operation Desert Storm

More than a decade later, Operation Iraqi Freedom (Figure 1-4) employed full dimension operations doctrine. This campaign featured increasingly joint, multidimensional operations, and displayed simultaneous attacks distributed throughout the area of operations. Enhanced joint and Army battle command capabilities enabled commanders to better integrate information with corresponding decisions. Building on this experience within a joint context, Future Force operations (Figure 1-5) envisioned by the 2015 Future Force Operational Concept fully leverage the synergy of the Joint Force.

Characterized by simultaneous, distributed, noncontiguous, and nonlinear operations, Future Force campaigns embody interdependent, network-centric, effects-based operations. The Future Force enhances and enables full-spectrum dominance by the Joint Force.

A full-spectrum capable Joint Force that can see first, understand first, act first, and finish

decisively will successfully execute the JOCs. Seamless joint, interagency, and coalition battlespace awareness (BA) comes from the correlation of fused data and information from strategic to tactical intelligence, surveillance and reconnaissance. This quality allows the JFC to identify enemy centers of gravity and vulnerability points. The JFC can apply force directly at those areas with precise effects using more responsive, lethal, modular, and scalable joint and combined forces. This capability enables the Joint Force to bypass enemy strengths and nullify its asymmetric strategies.

Current and future JFCs need a broad array of multidimensional options to execute JOCs. Knowledge-based Army forces exploit advanced information technologies and space-based assets to enable network-centric battle command, fully integrated within the joint, interagency, and multinational environment. Unlike past predictable operations, Army forces respond within days and fight on arrival in the Joint Operations Area

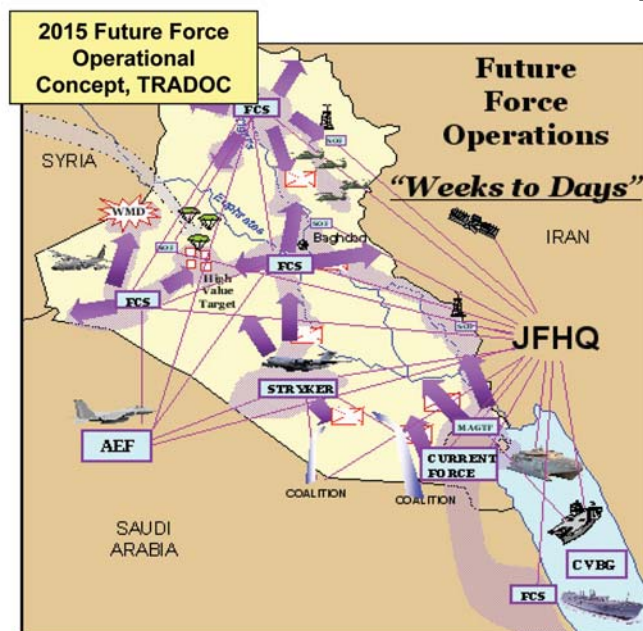
OPERATIONAL CONCEPT (OIF)



- **Simultaneous** attacks ground before air, linear and nonlinear
- **Fight on buildup** at major ports and airports
- **Coordination** thru terrain management/plans; integrated intelligence, increased digitization in battle command
- **Destruction** or dispersion of enemy by overwhelming maneuver and fires
- **Reduced Logistics Footprint** with some reachback
- Increasingly **Joint**, improved **integration**
- **Expanded Role of Generating Force** for force projection, critical node security, mobilization for campaign depth and unit rotations

Figure 1-4. Operation Iraqi Freedom

OPERATIONAL CONCEPT (FUTURE FORCE)



- **Simultaneous**, distributed, nonlinear operations
- **Fight on arrival** at multiple austere entry points
- **Self-synchronization** thru shared, enhanced situational awareness from global and robust Joint command and control (JC2) and intelligence
- **Directly attack centers of gravity** with precision effects
- **Small logistics footprint** with reachback
- **Interdependent Joint Operations** that achieve rapid defeat through dislocation and disintegration
- **Generating Force** conducts force projection, critical node security, mobilization and force management for prompt and sustained operations

Figure 1-5. Future Force Operations

(JOA) through multiple entry points. These capabilities allow the JFC to preempt enemy actions, assure access, seize the initiative, and shape the battlespace. Army forces accelerate conflict resolution through multiple simultaneous actions to deny the enemy sanctuary and to rapidly achieve the operational disintegration required for joint campaign success.

While development of the Future Force contributes to military dominance of the future Joint Force, the current Joint Force and the Army are in one of the most challenging periods in the Nation's history. Failure in the current fight is unthinkable. Transformation during a time of sustained campaigning is not easy, but the Army is building on the progress of the past several years to start transforming the Current Force. The U.S. Army Training and Doctrine Command (TRADOC), with its newly established Futures Center and in concert with a range of supporting Army commands and organizations, is exploring changes to organizations, processes, doctrine, and culture to provide dominant land power capability to the Joint Force in a more prompt and rapid manner.

By developing more modular, strategically responsive organizations while cultivating and institutionalizing a joint and expeditionary mindset throughout the force, the Army significantly increases the combatant commander's ability to rapidly defeat any adversary or control any situation across the range of military operations. Modular, capabilities-based forces better support combatant commander requirements by easing the burden of delivering the right Army capabilities at the right place and time. This attribute is central to optimizing the relevance of Army forces to the combatant commander.

Modular, capabilities-based Army force designs enable the JFC to create rapidly deployable and tailorable force capability packages. Modular combat support and combat service support units with reduced logistics footprints, as well as sense and respond logistics capabilities, are essential to responsiveness. They enhance the

versatility of the joint force to seamlessly transition to sustained operations as a crisis or conflict develops. Informed by operational experience and Future Force designs, the Army will begin in FY04 to implement this modularity in two of its AC divisions. These initial conversions will serve as prototypes to help accelerate the modular redesign and fielding of the Current and Future Forces.

Moving toward completely independent echelon above brigade headquarters will also enhance modularity. In accordance with the Unit of Employment (UE) construct, a UE_x or higher tactical headquarters, and a UE_y or operational-level headquarters, will provide the command and control (C2) structure into which modular, capabilities-based Units of Action (UAs) are organized to meet combatant commander requirements. Both types of UE headquarters, while being able to accept joint capabilities such as a Standing Joint Force Headquarters (SJFHQ) element, will have an organic capability to perform functions as a Joint Task Force (JTF) or Joint Force Land Component Command Headquarters (JFLCC HQ), based on the contingency.

The Army's ability to successfully provide the joint team both rapid expeditionary capabilities and the ability to conduct sustained land campaigns across the full spectrum of conflict requires both AC and RC contributions. We will restructure the Current Force, creating modular capabilities and flexible formations while obtaining the correct mix between AC and RC force structure. This rebalancing effort will enhance the Army's ability to provide the joint team relevant and ready expeditionary land power capability (Figure 1-6). Our AC will provide rapidly responsive, agile, and expeditionary forces that typically respond in the first 15 days of an operation. The availability of adequate AC and RC follow-on forces provides the JFC the campaign quality combat, combat support, and combat service support capabilities necessary to achieve operational and strategic objectives and to conduct sustained land operations. Our RC

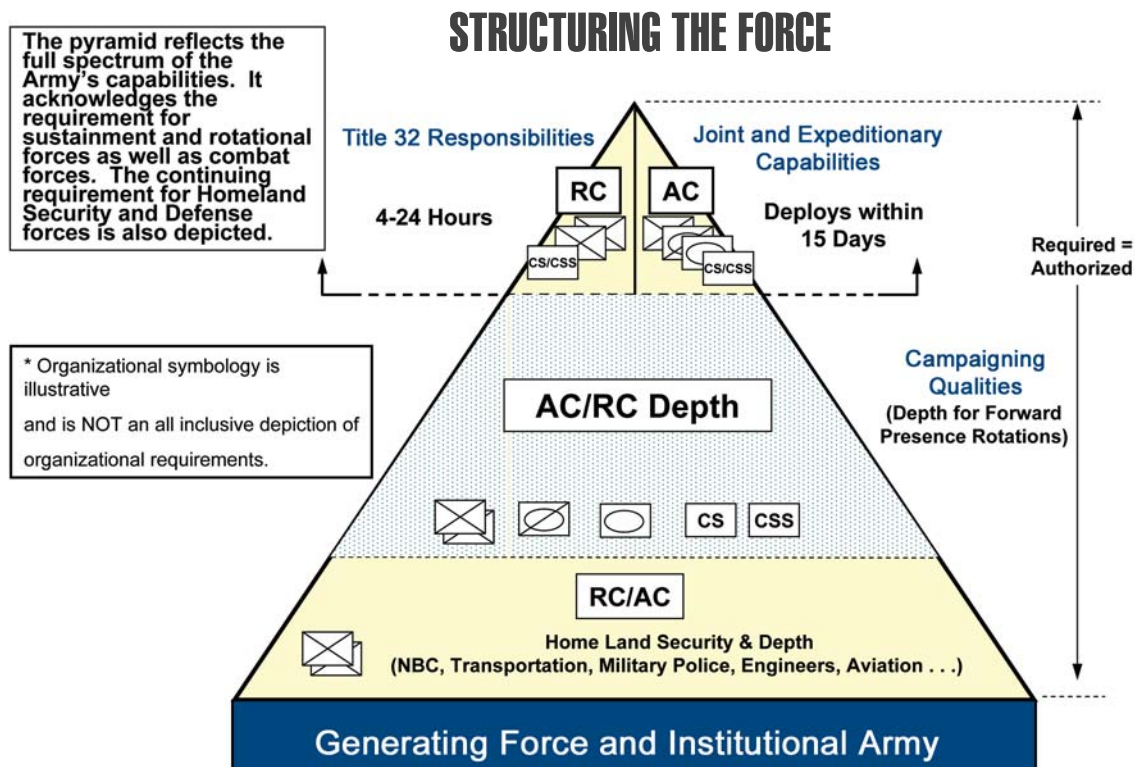


Figure 1-6. Structuring the Force

will provide strategic depth to reinforce both the warfight and support and stability operations (SASO), as well as lead our efforts to protect the homeland. Either AC or RC units may provide units of the other component with additional capabilities not normally resident in those forces. To create and maintain rapidly deployable and sustainable campaign capability and depth throughout the force, we will ensure both AC and RC forces are modular, tailorable, and capable of coming together in a number of force and capabilities packages. This will allow us to reduce the time now required for mobilization and training and improve our ability to provide combatant commanders with needed forces and capabilities.

Redesigning the force requires a complementary and transformational method of building a cohesive team within those organizations. The Force Stabilization and Unit Manning System for brigade UAs and other modular and scaleable forces will provide combatant commanders with more combat-ready formations. The Army will define and develop a plan to implement unit

manning concepts beginning in FY04. The Army-wide Force Stabilization and Unit Manning System will then be implemented to complement a rotation-based system for sustained global engagement. This system will also take Soldiers and families into account. Home basing will stabilize Soldiers and their families at installations for extended tours. While some Soldiers may be sent to unaccompanied tours, they will return to their home base.

Battle command capabilities enable interdependent network-centric operations within a joint, interagency, and multinational environment across the full spectrum of operations. The Army must accelerate the Future Force network to enhance the joint battle command capabilities of the Current Force. Building on recent efforts to analyze the development of current network architecture and supporting systems, the Army will reprioritize development of the network to focus on top-down fielding to the Current Force. The Army will leverage experiences and lessons learned in Operation Enduring Freedom (OEF) and OIF to enhance joint battle command, in-

cluding battle command on-the-move (BCOTM) and blue force tracking (BFT) capabilities for select Current Force units. To ensure operating forces have the most advanced capabilities, the Army will synchronize fielding of battle command capabilities with unit rotation schedules. The Army will continue to partner with Defense agencies, other Services, the Joint Staff, and Joint Forces Command (JFCOM) in all aspects of network development.

In parallel with transforming operating forces, the Army will continue to transform the generating force. This requires that the institutional Army supports the Current Force and the Future Force simultaneously. Within a constrained resource environment, a constant force management risk assessment is necessary to balance the need of the institutional Army to prepare for the Future Force and at the same time support Current Force readiness. This balancing also requires a continuous and comprehensive review and refinement of business practices. The future Army must have an integrated, global reachback capability that enables the exchange of electronic information over secure, worldwide networks and provides increased responsiveness to the Army's fielded forces.

Joint and Army Transformation will continuously provide new and enhanced capabilities to the Current Force while striving toward Future Force operational capabilities. The evolving JOCs reflect that reality. The JOCs also imply a capacity to conduct operations globally, in conjunction with one another, and to transition between them. The capabilities to conduct MCO will underwrite the Joint Force's ability to conduct stability operations, strategically deter potential foes and, most importantly, secure the homeland. The ATR addresses each of the four cornerstone JOCs in terms of joint and Army

capabilities grouped by the functions of force application, battle command, protection, and focused logistics.

The Army Transformation Strategy is congruent with and fully supports the Defense Transformation Strategy and a Nation at war. Army Transformation provides expanded capabilities for the Joint Force. The Army's Current and Future Forces, possessing a joint and expeditionary mindset, meet America's enduring need for land power to enhance regional stability, achieve decision in war and to win the peace during post-conflict operations.

SUBSEQUENT CHAPTERS

The Army is developing transformational capabilities to enable the emerging JOCs. Chapter 2 details battle command and its role in bridging Current to Future Forces. Chapters 3 through 6 discuss capabilities the Army provides to the Joint Force and articulates interdependencies with other Services and agencies for each of the four JOCs currently under development—Major Combat Operations, Stability Operations, Strategic Deterrence, and Homeland Security. Chapter 7 addresses other transformation initiatives: Concept Development and Experimentation, Science and Technology, Transformation of Army Business Practices, and Interoperability. Chapter 8 outlines the concrete steps the Army takes to achieve transformational capabilities. Chapter 9 discusses how the Army balances operational and future risks as it resources transformation. Finally, in Chapter 10, the ATR provides insights beyond the far-term horizon of the TPG to guide future investment decisions. The annexes discuss specific programs and efforts and provide a more detailed programs-to-concepts crosswalk.